**THE STRATEGIC SIGNIFICANCE OF NATIONAL DEVELOPMENT AGENDA THROUGH PROCUREMENT PROFESSIONALISM AND CHANGE MANAGEMENT.**

**BEING KEYNOTE ADDRESS**

**AT THE BATCH “A” CIPSMN MANDADTORY DEVELOPMENT PROGRAMME IN SUPPLY CHAIN MANAGEMENT**

**By**

**Prof. (Alh) Aliyu M. J. Phd, FISMMN, FNIM, FCIPS, FIIAN, FCIPSN**

**Registrar, Chartered Institute of Purchasing & Supply Management Institute of Nigeria,**

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Distinguished Fellows, Members, Participants, Ladies and Gentlemen may i begin my address by saying good morning to everyone. First and foremost, i wish to sincerely express my gratitude to the Almighty Allah (SWT) whose grace has given us the opportunity to host the Batch ‘A’ 2025 event tagged: Mandatory Professional Development Programme (MPDP) in supply chain management for the procurement management professionals in Nigeria, regarding the talent war in this field of endeavour

This programme represent, a significant milestone in our bid and collective efforts to helping our dear **President Bola Ahmed Tinubu (GCFR)** in strengthening his delivery on dividends of democracy most especially, in building and enhancing the capacity and competence of the Civil Service that represents, the public sector and ultimately creating a corps of competent, ethical, professionals with integrity. These groups of professionals are leaders in procurement and supply chain management, who will drive this transformative change, renewed hope agenda of the current administration in their respective ministries, departments, agencies and parastatals, among others. This has become necessary because, in today’s fast paced world, acquiring latest knowledge is crucial for both personal and professional growth. Arising from this, the procurement and supply chain management professionals in Nigeria are committed to forging a steadfast partnership with the administration of **President Bola Ahmed Tinubu (GCFR)** in ensuring that our country progress smoothly. We need to unite professionally in giving quality advice to build a brighter tomorrow for all.

Secondly, we are all in this journey for so many reasons, anchored on commitment, passion for the profession, gaining/acquiring new knowledge with a view, to adding value to our respective organizations and thus, paving way to having economic growth and national development as well as its sustainability. Let me quickly bring to the notice of everyone here present that, the journey to the level we are today in our professional dream begun with a vision and strategic plan. Without these essential elements, who would certainly not have been able to come this far and for so many years now, the evolution of procurement and supply chain management with reference to the art and science including the practices and many more in Nigeria, can be described as a constant efforts by the institute and her members to “rectify a long match transformation of procurement and supply chain management activities into modern concepts of doing things right in Nigeria”. We began by seeking for recognition as a Chartered institute from the government of Nigeria, with the support of the World Bank. The chartered status was granted to the institute via CIPSMN Act 21 of 2007. The Federal Ministry of Education through its, accreditation and evaluation department assessed the certificates and qualifications of the institute as the certificate required for “progression” in the professional procurement cadre”. The National Council on Establishment (NCE) had in 2013 approved the inclusion of the certificates and its inclusion into the Scheme of Service of the Federation. The institute’s letter sent to the government and titled: The Urgent Need for the Inauguration of the NCPP” led the immediate past administration forwarding letters to the part –time members of the Council, calling for nomination to which the institute, responded to immediately but, the NCPP is yet to be inaugurated till this moment and this conduct by successive administration has since, violated the very first chapter of the Public Procurement Act 2007 and invariably, affects almost, the entire decisions made so far with respect to the Council’s mandate as provided for in the Public Procurement Act 14 of 2007.

Thirdly, the choice of the theme and topics listed for this year’s mandatory professional development programme (MPDP) are well thought out, and could not have come at a better time than now due to perception of many Nigerians **trying to re-write history upside down for their selfish interest** towards procurement and supply chain management profession which, does not seem palatable to the international ears and currently, creating a pull-back to the progress already envisaged by government at all levels and thus, **presenting their positive efforts in bad light**. It is understandable that, the procurement and supply chain management practice in our country is greatly bastardized, on daily basis by various operators occasioned by non-adherence to the “Due Process of Procurement Law” **with particular reference to Public Procurement Act 14 of 2007, the Presidential Executive Order 05 of 2018, the Chartered Institute of Purchasing and Supply Management of Nigeria Act 21 of 2007** in its **principles, practices, policies,** procedure, control mechanisms, operational guidelines, required knowledge, ethics and of course professionalism. This is to say that, it has been made an all- comers affair and for better reputable service delivery, technocrat (certified procurement professional) should run Nigeria procurement and supply chain management system because, there seems to be some kind of disconnect between rules, regulation and reality in the sector affecting its strategic role. We need to improve the procurement and supply chain management system of Nigeria very fast by working on our government service delivery to the citizens, infrastructures, streamlining and improving regulations, policies, procedures, ethics, professionalism resolving the insecurity issues, promoting environmental, social, economic development and sustainable best practices.

Fourthly, the dynamics of **change** **management** are never understood by those who cherish the old ideas and detrimental order or status quo ante while, change is constant and therefore, Nigerian government at all sectors have to change because, the rest of the World as we know is **rapidly** undergoing tremendous and far reaching challenges. Unfortunately, many professional managers advising government officials lack the understanding of the pathway to bring the desired change, needed to transform the national economy when, it comes to procurement and supply chain management. Therefore, the issue of strategic significance of national development through procurement and supply chain management profession is not new and has been at the front burner of discourse across the globe, in view of the importance of the sector in the quest for a better environmental, social, economic and fair society. These changes can be understood by defining and examining components of both internal and external environment, social and economic aspect of the sector. This simply explains that, forces for organizational or national change both in the external environment and within the organization or nation must be seriously analyzed and addressed adequately

 Fifthly, at this point it is convenient with the purpose of enlightment of this address to make some basic assumptions which I considered are non- contentious:

1. That there is general agreement among contemporary Nigerians and indeed sector specialists to sincerely transform this country, from an under developed erstwhile colony to a modern professionally and technically efficient, economically self - reliant nation that we can all be proud of.
2. That the envisaged exercise (of transformation and renewed hope agenda of **President Bola Ahmed Tinubu (GCFR))** is feasible because, of Nigeria’s rich endowment of abundant natural resources and her articulate citizens.
3. That the science and art of procurement management are supposed to provide the crucial leverage with the desired transformation, if we all sincerely join hands for the transformation agenda of **President Bola Ahmed Tinubu (GCFR)** to succeed.
4. That as a professional institute, what we should be doing from now is developing processes that will make it unnecessary to ever apologize for inadequacies but, how we can reason together, strategize together, harness all the thinking power of the nation to turn things around because, we have taken a worldwide reputation and destroy it with selfishness.
5. That there is the need, to address the deteriorating political instability in the country which has also contributed in no small measure, to the present logjams in the country environment, social, economic development.
6. That we need to respect one another because, we are all professionals in our own right. Therefore, procurement and supply chain management is a unique branch of management cum commercial knowledge and profession in its own right and of course the oldest profession as far as exchange of goods and services or business, and investment are concerned (Trade by Barter)
7. That the most powerful secret in creating a great and viable forward looking nation or organization is having every single person to think in a like manner or common way about the meaning of success and how it is delivered.
8. To manage the future is to manage all resources effectively and efficiently.
9. To take effective decisions at all levels of governance or the organization, decision makers need the right resources at the right time. This is where procurement and supply chain management comes into the picture.

**THE CONCEPT OF CHANGE MANAGEMENT IN PROCUREMENT**

The worth of any nation or organization and management is changing rapidly hence Understanding the importance of change management through procurement and supply chain management as is causing fundamental transformations that have a dramatic impact on the national economy and managers job*.* This is necessary due to the changing nature of resources management. The science of procurement and supply chain management has undergone a sea change. There was a time when the role of procurement and supply chain manager was free for all comer affairs, tussles and conflicts but such has gradually becoming over. Today, procurement and supply chain management professionals must go beyond the ordinary and must keep abreast the changing environment. Thank God and those of you for your commitment thus far and I renew appeal for continuing support because it has been our major source of strength and inspiration balm to our body.

The pivotal role of the government in environment, social and economic decision and the other unit makes it imperative for those responsible for policy formulation and implementation to be grounded in basic economies, procurement and supply chain management fundamentals. Inappropriate procurement and supply chain management cum economic policies and procedure in timing and implementation have caused dire consequences on the nation and the citizens with prolonged suffering and sometimes death. The devastating consequences of wrong staffing personnel in our procurement system and non- inauguration of the Council as well as non-adherence to the rule of law, regulation, due process, ethics, professionalism, and many more are militating seriously against procurement best practices in Nigeria

According to Chris Obisi, A wrong man on the wrong job would retard the progress and development of both the individual and the organization. However, the right man or woman on the right job would enhance individual and organizational development. Unless and until management stops hiring bad habits, individual and organizational development would become more and more frustrating. This has said all with what is happening today in Nigeria where procurement and supply chain management job are assigned to anybody. If an organization give the job of medical doctor to an engineer, an idiot or an incompetent and a good for nothing, naturally, the function would be doomed even before they gets started. It is proper to employ the services of qualified professionals/ specialists in this regard and place them in their natural order. We are at pain, at a great loss indeed to see so much incompetent people being employed to carry out the function of procurement supply chain management in various organization especially in a government at all levels.

In today’s fast business world, being able to adapt to change is a quality any forward looking nation or organization needs, therefore, in a dynamic society surrounding today’s organization or government operational system in general, the question of whether change is necessary or will occur is no longer relevant. Instead, the issue is how do procurement **and supply chain** managers and government officials strategize with the inevitable barrage of change that confront them day by day in attempting to keep their various organizations viable and free from risks current. Although change whether in procurement, law or procedure is a fact of life if managers are to be effective, they can no longer be in contempt to letting change occur because procurement and supply chain management activities are critical contributors to the economy of any country.

In this case, change is inevitable as it is the hallmark of innovation in an ideal society. Since business and risk go hand in hand it is a recognized necessity in procurement and supply chain management business, as it is in life. Fundamental changes to our regulatory systems, policies, **procedures,** attitudes, business models, and management philosophy starred at us in a dynamic market place. In this challenging time, the most effective organizations will be those that are able to adapt and respond to shifting priorities and changing to procurement business realities. Meanwhile, before this can happen, organizations **and** government **at all levels** need to understand how their employees are likely to deal with change for example will they act as facilitators, obstacles, or saboteurs? And how can they be motivated to accept and even embrace the change slogan, particularly the civil service overhaul to implement the needed change **with reference to procurement and supply management system in Nigeria**.

In Nigeria today, the growing complexity of business pressure for change is even more felt in the procurement and supply chain management, banking, political sector and many more that have experienced diverse reforms and development. Thus, since everything in the business world depends upon the successful purchasing and supply management of products, **works** or services, the man who directs procurement management activities must be in a position of top management responsibility.

**WHAT IS CHANGE MANAGEMENT AND ELEMENTS INVOLVED?**

You may now ask to know what change management is? When your organization undertakes projects or initiatives to improve performance, seize opportunities or address key issues, they often require changes, in terms of processes, job roles, organizational structures and types cum uses of technology. Change management in general is a systematic approach to facilitating organizational transitions, helping people adapt to new processes, technologies, or structures, and ensuring successful implementation of such changes to the letter.

The concept of change management encompasses the following elements:

* Strategy
* Organize
* Measure
* Improve
* Motivate
* Teamwork.

These elements are very important in ensuring delivery or services to the citizens as shown in the following diagram for illustration purpose



**WHY THE PROCUREMENT AND SUPPLY CHAIN MANAGEMENT PROFESSIONALISM IN NIGERIA MATTERS?**

The level of attention paid to issues of procurement and supply chain management, especially in the public and indeed work environment is such that, has continued to assume an important dimension where top level decision makers need quality information to focus on the subject for quality planning and decision making. In this regard, an expert in procurement and supply management is not only decisive but, rather imperative with the level at which, we are today in Nigeria.

Arising from the foregoing and strictly speaking, the office of Director General whether at the Federal or State level cannot be occupied by just anybody since, it is a profession in its own right because the Accountant General’s office, Auditor General’s office, Surveyor General’s office, Director of Works, Office of the Chief medical Director in hospitals and many more, are not for just anybody around rather, those who are professionally qualified and certified by their respective professional bodies working within their mandate. We asked very loudly, why it should be the opposite of the procurement and supply chain management profession or discipline in Nigeria. The impression some individuals have about procurement and supply is that, it is a new field of specialization but, it has emerged in the same way that, Accountancy, Engineering, Pharmacy, Quantity Surveying, Administration and Medical professions, to mention but a few. It is therefore, logical to say that the office of the Director-General of Procurement either at the Federal or State level should be occupied by those that, have undergone the specialized training in the art and science of managing materials, supplies, works and services and of course certified by the Chartered Institute of Purchasing and Supply Management of Nigeria established via Act 21 of 2007, the Local Content Act as well as the Presidential Executive Order 05. It will interest you to note that The Chartered Institute of Purchasing and Supply Management of Nigeria is charged with the responsibility of:

1. Determining and reviewing, from time to time, the academic standards, knowledge and skills that shall be attained by persons seeking to qualify as registered members of the Chartered Institute of Purchasing and Supply Management ( in this Act referred to as “the Professional”)
2. Ensuring that its members maintain a reputable and high standard of behavior expected of any professional in purchasing, procurement, stores, materials, warehouse, logistics management or supply chain management in Nigeria and other parts of the World
3. Providing for the training, education and examination of persons desiring to become professional procurers according to the provisions of this Act whether in Nigeria or abroad,
4. Regulating the discipline and professional conduct of its members
5. Promoting and projecting the welfare of its members both in Nigeria and abroad,
6. Arranging conferences, seminars, symposia and meeting for discussion of supplies and related matters, reading of papers and delivery of lectures, publishing copies of abridgement of papers, books, lectures, records and other memoranda instilling high standard of professional ability and knowledge by means of periodic issue of journals of the Institute and to organize post qualification courses for its members and
7. Performing such functions as are incidental to the objects or as the Council may deem necessary for the attainment of all or any of these objects.

The role of professional procurement and supply chain management no doubt, is a complex one demanding a wide range of business skills, management and commercial expertise to be able to succeed. The jobs are as broad and as deep as the practitioner mix and their organization requirements. A simple purchase contract and administration, call - too often is expected to carry the burden of lazy or hastened business development work when, neither the commercial deal, the specification, nor the business process has been properly thought through. When a contract is striving to clarify what has actually been agreed or more precisely not agreed within the ‘spirit’ of an amicable agreement, procurement professional is definitely needed to handle it

Procurement and supply chain management professionals are well trained in the art and science of material resources management and since, we live in a world where resources are scarce we need the services of procurement and supply chain professionals to manage this vita area of our economy because, they deliver greater benefits compared to non-professionals in terms, of where to buy, how to buy, and even, on occasions, when to buy and advantageously and as speedily as possible, are question which usually confront all users and consumers, whether they be the President, Ministers, Senators, Engineers, Postmasters, harbor masters, pharmacists, quartermaster’s, railway managers, educational administrator among others. The answers to this questions call for wide professional experience and knowledge of world markets.

In a nutshell, trained and experienced procurement and supply chain management professionals are vital as the best measure for enlarging the envelope of resources in countries with procurement and budget challenges like Nigeria, to plug the loopholes in the public treasury resulting into looting, fraud, corruption, and misappropriation of public resources. Furthermore, procurement and supply chain management professionals are very vital to all nations and including their various organizations because, they ensure the free flow of materials, supplies, works and services, and optimize operations to enhance profitability and customer’s satisfaction.

Meanwhile, procurement and supply chain management professionals are deeply grounded when it comes to cost reduction, quality control, supplier relationship management, risk mitigation, innovation, strategic planning, demand forecasting, inventory management, logistics and transportation management, process optimization, disaster management, negotiation and contract management, data analysis and reporting and many more. From the foregoing, it is quite clear that procurement and supply chain management is vital in a business function, delivery of government service and having an efficient management of procurement activities, helps in business profitability and service delivery to the citizen. These activities go beyond obtaining goods and services including sourcing, negotiation, purchasing, and tracking supplies.

 **IMPORTANCE OF PROFESSIONALISM**

The discussion above has summarized everything and provides some good reasons based on all that, has been happening in our body polity like corruption, waste of resources, frauds or embezzlement, militancy, kidnapping, terrorism across all levels of governance in the country. In fact, the issue of self-economic interest, madness for money, cheap certificate and mis-procurement made several well-known companies and notable Nigerians become prisoners of their own successes.

**THE SCOPE AND IMPORTANCE OF PROCUREMENT PROFESSIONALISM**

To justify the detailed work in the remainder of this address, the following short extracts from articles by eminent writers underline the need for the operative areas with particular reference to government officials to see procurement as a vital ingredient for organization and national economic development and indeed change agent.

**THE HALLMARK OF PROFESSIONALISM IN ANY DISCIPLINE**

The hallmark of professionalism places a strong demand for quality leadership that drives excellent team work. Professionalism happens to be about expertise, that is, expertise of the higher order, acquired through a rigorous course of study and practical exposure, it is expertise put to work in the service of a client, employer or society as a whole. Therefore, to be a professional in your chosen field means much more than wearing a coat and tie or possessing a college degree and noted title. In a nutshell, professionalism has to do with how to construct yourself during your business affairs anchored on effectiveness, efficiency, ethics, policy, procedure, due diligence, professionalism and many more. The following quotations throw more light as regard the concept of professionalism in doing things right.

1 “The choice facing those who manage non-business organisations is not whether to market or not to market, for no organization can avoid marketing. The choice is whether to do it well or poorly----------“(Kotler and Levy).

2 “Without supplies, no army is brave” (Fredrick ii of Prussia 1747 in his instructions for his Generals)”

3 We often think of great battles as having been won by superior strategy, bravery, or weaponry. Often, however, the great battles are decided by a much more mundane factor: logistics” (***SCHECHTER AND SANDER)***

4 “ No properly balanced plan of development and welfare for a country in the present condition of Nigeria could possible be successful until certain fundamentals have been put right. Consequently, it would be useless to consider any policy of wide economic development until plans had first been made that the people were at least simultaneously put in a position where they could participate and take full advantage of such activities”

***Ten year Plan of Development and Welfare for Nigeria – culled from the Nigerian Handbook, June, 1956, p.74***

**WHAT IS DRIVING PROCUREMENT EVOLUTION**

Procurement and Supply Chain management is of growing and important function in an organization and the nation in general because, of its unique and service role cum many pressures put on it. In other words, procurement department is responsible for planning of actual purchases and supplies. Until the 1960s this largely involves order placing and was primarily a clerical position. However, as development of change management, strategic planning and the advent of just-in-time procurement or purchasing made procurement and Supply Chain management a more crucial business function. The function of purchasing and supply in the private or public sector is to manage the delivery of goods and services through the supply chain in a cost effective manner (Johnson et al, 2003).

Today, procurement and Supply Chain management is often referred to as “supply chain management” and the procurement or purchasing development has taken on a larger and more vital business role.

**PROFESSIONALIZING THE PROCUREMENT FUNCTION**

Why is professionalization of the procurement function so important, to the Nigerian National Economy, tax payers as well as State governments?

Going by what have been said by many writers/authors, procurement may not be the oldest profession in the World, and if we are to stand on that premise, there may be no end to this discussion or a disputation among professional bodies as to which, of them is the oldest in the World may come to fore. For example, a Surgeon may claim that they are the oldest, because God needed surgeon to remove a rib from one of the sides of Prophet Adam to create a woman (Eve). At this point, God noticed that, anesthetist should come first to put Adam to sleep before, an operation can be performed and many more. In this regard, the issue of oldest profession in the World is a different ball game and outside this address.

Meanwhile and probably too, better known parameter and more widely practiced profession, is usually given that distinction. The procurement and Supply Chain management is as old as mankind, however, cannot be doubted because, anesthesia would probably need materials to put Prophet Adam to sleep so that, operation can be performed. In this regard, procurement and Supply Chain management is indeed as old as mankind because, exchange in form of trade by barter was already in existence then.

The practitioners of the oldest profession were recognized and regarded, as professionals from the early days. Unfortunately, procurement has been facing many challenges despite, its unique and service role it played in public and private sectors of our economy as well as in various homes and religious organizations.

It is an established fact that, procurement has been a necessity in all operations management over centuries, but little was done to formalize it until recently. You will agree with me that, the administration of anesthesia, surgeries conducted by Surgeons and many more operations cannot be conducted without materials and supplies. This is a typical example of how important the role of procurement manager, who is responsible for the provision of needed right materials with respect to all the **Rs** and because, he/she has both technical and change managerial knowledge of the job.

The above statement might probably have given some very good answers, as to why professionalization of procurement is so important to an organization be it government or private sector organization. The fact that, until recent years, some of the largest and most progressive organizations downgraded the procurement function by engaging just anybody, even the least qualified and put the profession in a dangerous position. Today, it is among the priority items in the agenda of forward looking nations or organizations to improve the status of procurement personnel and imbibe the culture of change management.

Among the reasons responsible for the poor economic performance are; financial mis-management or mis-application of procurement, poor budget implementation, and non-adherence to laid down rules and procedures in procurement, all these indices aid corruption in high places. Our present economic and managerial meltdown is simply put on the negligence of the man in understanding the challenging issues of procurement change management and business in our chaotic contemporary era.

The stigma of past ideas that, allow anybody to take charge is now beginning to push us to an edge, to the extent that it lingers in the public mind that procurement is everybody’s job. It also indicates that, there is the urgent need for a much competent professional to take charge of procurement due to its huge investment that is most desirable. Procurement controls the largest percentages of budget between (75-80 percent in many cases) of the expenditures of most firms. An insight into the issue of value for money, wise spend management, risk aversion and others becomes, more intense when it is realized that, it is a potent tool for instituting wise spend management, creativity, change management, enhancing transparency, probity and accountability. There are other valid reasons for having highly trained and truly procurement professional personnel to handle the procurement job that can always institute or initiate changes.

**A LITTLE EXPLANATION ON PROFESSIONAL INSTITUTE, ASSOCIATION AND TRADE UNION**

It has been discovered that very many people does not know the difference between professional body, association and trade union. Hence, the need to give little explanation as to guide those of you joining an association simply because of cheap certificate they issue to you to go against your institute established by an act of parliament

1. ***Professional Institute***

**A** professional institute is simply an established organization by Act of parliament that represents and supports professionals in a particular field of endeavour. They often provide professional development training and capacity opportunities for its members. It also set standards of practice for the profession, and advocate for the interests of their members. These institutes can offer certifications, publications, research and networking events, all aimed at advancing the profession and the careers of its members. Good examples of some of them in Nigeria are Institute of Chartered accountant of Nigeria (ICAN), Chartered Institute of Purchasing and Supply Management of Nigeria (CIPSMN), Chartered Institute of Bankers of Nigeria (CIBN), Council for Registered Engineers (COREN), Pharmaceutical Society of Nigeria (PSN)

1. ***Association***

An association is an organization registered with corporate affairs commission (CAC) by a group of persons banded together for a specific purpose and having a formal structure. Examples of association are: Nigeria Society of Engineers (NSE), Nigerian Bar Association (NBA),

1. ***Trade Union***

A trade union is an organization made up of members (a membership-based organisation) and its membership must be made up mainly of workers. One of a trade union's main aims is to protect and advance the interests of its members in the workplace. Most trade unions are independent of any employer.

**WHY MANDATORY PROFESSIONAL DEVELOPMENT TRAINING PROGRAMM AND FOR WHO?**

 “Knowledge” according to Francis Bacon, “is power”. This is so true, as in the highly competitive procurement and supply chain management business. Continuing professional training and development in supply chain management, is an important aspect of enhancing everyone’s working life, giving us the opportunity to monitor performances, develop new knowledge skills and to strategize for the future. Since the procurement system exist within the market place or business community, it is essential that the procurement managers or professionals should be as knowledgeable as possible about all aspects of their business enterprise and risks in-terms of “PESTLE analysis”. Precisely, it is a practical guide in nature to using business rules, regulations and productive analysis.

People are one of the most important and often the most expensive asset an organization or a nation has as far as efficiency service delivery to citizen is concern. Training and manpower development is an investment of time, effort, money and people to produce quality personnel better equipped to play their role in development of their country. The continual training and capacity development of these people in the use of new systems, technologies, and new equipment is the only way ensure increased efficiency, productivity, reduced costs and more job satisfaction.

Training and capacity development should be an integral part of the work and development of any nation, company or organization, large or small. Therefore, we all need to recognize training and capacity development is not a luxury but a necessity. Meanwhile training and manpower development are of various types which may be required by any nation or organization as demonstrated in the diagram below:



Therefore, the mandatory professional development programme is for every CIPSMN member irrespective of your status whether a fellow, chartered member, graduate, present and future managers cum staff responsible for procurement and supply chain management function in public, private sector organization or as a consultant.

**INITIATING CHANGE FOR MEMBERS AT THE MANDATORY PROFESSIONAL DEVELOPMENT PROGRAMME.**

There is always constant pressure on government to improve the efficiency of their citizen welfare in-terms of social amenities, security of human and properties. All these involve ensuring movement of materials, supplies and services at the right time and place as quickly as possible and at the lowest cost possible. This pressure has encouraged a stream of new initiatives and change methods in today’s business, whether in public or private which in no doubt needs to continuously adapt to new thinking, innovations or situations, if they are to survive and prosper. It is therefore, instructive to know that one of the most dramatic elements of change is the shift to a global best procurement practice workplace in which ideas, such as proper procurement planning, value for money, information technology, sustainable procurement practices and indeed relationships are becoming critically important. In advanced countries, many changes are being driven by the above elements for brainstorming in this kind of gathering.

**CONCLUSION**

I would like to conclude this address, by asking whether procurement is really a strategic function, for all comers in Nigeria and need change?. Also, what does professionalism mean to you? But I don’t know what may be your concern to these questions, but, in my own opinion, as to the answer to whether procurement is strategic, it is capital YES. In the case for all comers if is capital NO. If we consider the strategic contribution which, it makes to any organization at all levels of governance as well as, any activity that drives market penetration, revenue mobilization, growth, profit maximization and shareholders’ value. The procurement function among others should be considered as a very strategic tool and should be recognized as a profession in its own right, align itself directly with other organizational priorities which must include change in management attitude and many more in our country.

Finally, I would like to use this golden opportunity, to sincerely plead with **President Bola Ahmed Tinubu GCFR**, to look into the procurement and supply chain policy of his administration with a view, to helping Nigeria, entrench the professionalization, rule of law, regulation and ethical requirements towards achieving the renewed hope agenda founded on inclusiveness anchored on efficient service delivery by his administration.

Distinguished ladies and gentlemen, the committed procurement and supply chain management professional have decided to take the bull by the horns and change the old idea or ethnicity syndrome for a greater and better tomorrow for our dear country. I therefore, challenge all Nigerians irrespective of your religion, tribe, profession and belief to reason together and deliberate extensively in proffering solutions to all the problems facing us as a country, profession and above all to achieve economic emancipation using strategic change management concept opportunity instead of continue forming association to fight one another.

Do enjoy the robust training program packaged specially by the institute, as I am looking forward to a successful presentation and case deliberations as well as a communiqué, at the end of this mandatory program in procurement and supply chain management.

Thank you and wishing you the best throughout your stay here.